

Finance Committee Strategic Work Plan

Presented at Budget Summit
December 14, 2010

Finance Committee Web Page

- ❖ <http://www.framinghamma.gov/index.aspx?nid=1377>
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FINCOM Schedule Snapshot

Pre-budget (January and February)

- Special Town Meeting and preparation
- Initial look at budgets for schools/fixed costs

Weekly Budget Meetings(March– April)

- CFO Overview–March 2
- One major area (Police, Fire, Public Works, Keefe, FPS) and some smaller departments, fixed costs and/or other articles each week

Core Principles: A Snapshot

1. Financial transparency
2. Strategic long-term financial planning
3. Cost-efficient, effective use of fixed assets
4. High-quality, cost-efficient, necessary services
5. Equitable, fair, and realistic employee compensation
6. Creative options for increasing revenue

Core Principle #1: Transparency

The Town should ensure that financial information is available and presented in a manner that is financially transparent for the purpose of building accountability to taxpayers and inspiring public confidence in Town government.

Core Principle #2: Strategic Planning

The Town should plan strategically for the long-term financial health of the Town to provide a foundation for 1) promoting long-term stability in all Town services and 2) mitigating the impact of economic downturns and significant unforeseen expenses.

Strategic Planning Needs:

1. Addressing structural problems in the budget
2. Boosting reserves levels
3. Financing unfunded liabilities
4. Supporting revenue-generating commercial development
5. Investing in capital projects based on a thoughtful and prudent long-term plan
6. Developing long-term plans for utilizing town-owned buildings based on needs and on the projected impact on the operating and capital budgets

Core Principle #3: Fixed Assets

The Town should maximize efficiency and effectiveness in the use of its fixed assets, including land, buildings, machinery, vehicles, furniture, etc.

Goal: Examine all potential cost-savings opportunities

- ❖ Consolidating and/or sharing of equipment and facilities among municipal divisions; within the School Department; and between the School Department and municipal government
- ❖ Investing in technology or applying existing technology in new ways
- ❖ Investing in capital equipment that could reduce operating costs
- ❖ Encourage strategic planning for all Town-owned buildings for cost-effective uses, including rental or leasing potential

Core Principle #4: Town Services

The Town's services should respond to specific community needs and should be both cost-efficient and high-quality.

Key Questions: Quality, cost-efficient, needs-based services

- ❖ Can we deliver the same or similar service in a more cost-efficient way?
- ❖ Is the service required for legal mandate or obligation, public safety, public health, or accreditation?
- ❖ If not, is the service self-supporting because of grants or user-fees, or could it be?

Goal: Examine all potential cost-savings opportunities

- ❖ Outsourcing vs in-house
- ❖ Regionalizing services with other Towns
- ❖ Minimizing liability risks
- ❖ Consolidating and increased sharing of personnel resources
 - Among municipal divisions and within the School Department,
 - Between the School Department and municipal government,
- ❖ Changing delivery of services to meet obligations in a more cost-efficient way

Goal: Examine costs and benefits of discretionary services

- ❖ Analyzing relative costs and benefits to the Town, both in the short-term and long-term, of services, programs, and operating expenses
- ❖ Substituting a position with one with a lower classifications, and reducing the associated duties as appropriate
- ❖ Benchmarking staffing/units of service in comparison with other municipalities

Core Principle #5: Compensation

The Town should seek equity and fairness in total compensation with collective bargaining units, balancing the interests of employees and taxpayers with due consideration given to economic and financial realities.


Core Principle #6: Revenue

The Town should explore available options for increasing revenue without overburdening taxpayers, including but not limited to:

- ❖ **property tax collection**
- ❖ **economic development**
- ❖ **local aid**
- ❖ **investment income**
- ❖ **user fees**
- ❖ **grants**

Goal: Evaluate available options for increasing revenue

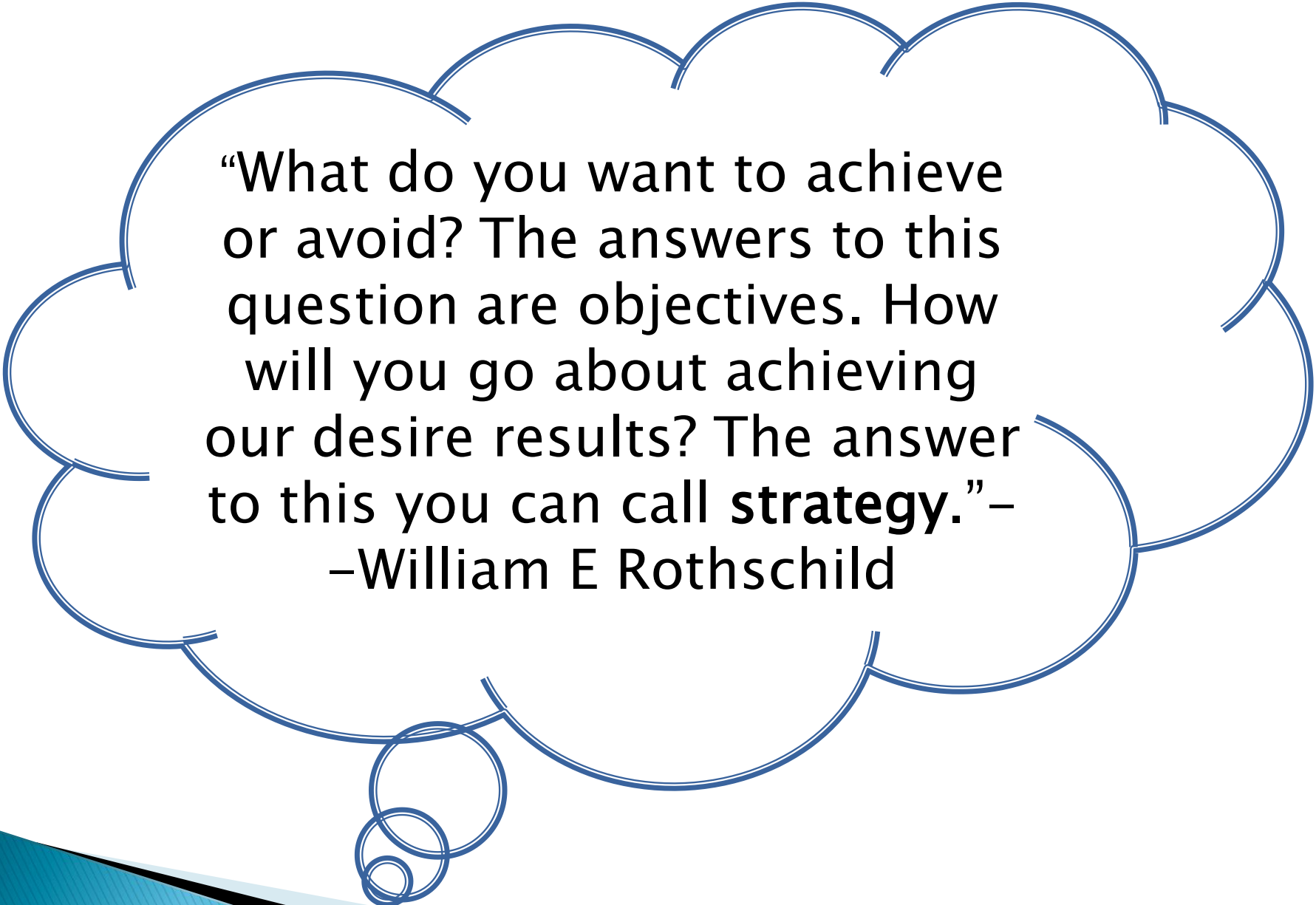
- ❖ Fees for services that currently are free
- ❖ Rental fees that cover the full cost of facility use, including heat, utilities, custodial and maintenance services, and overhead costs
- ❖ User fees to cover the full cost of related services, including employee benefits, building and facility use and overhead
- ❖ Evaluate whether fees and/or grants cover the full cost of programs they support, and how much comes from some area of the general fund operating budget



**“Failing to
plan is
planning to
fail.”**



**“Hope is not
a strategy.”**



“What do you want to achieve or avoid? The answers to this question are objectives. How will you go about achieving our desire results? The answer to this you can call **strategy**.” –
–William E Rothschild